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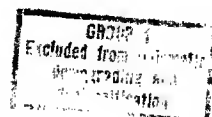
MEMORANDUM FOR THE RECORD

SUBJECT: Respective Roles of Applicant Review Panel, Overseas Candidate Review Panel and Personnel Evaluation Board

1. The attachments hereto set forth for each of the administrative mechanisms mentioned above the history, purpose, membership and modus operandi. Some statistical information is also included. It is obvious from a reading of the attachments that all three of these mechanisms have been in existence for substantial periods of time and have demonstrated their usefulness to the Agency. Although these three groups have several points in common, one of the most important relates to their reviewing employee suitability questions from an Agency, as distinguished from a Career Service, point of view.
2. The Applicant Review Panel is a convenient mechanism whereby the DD/S components involved in such matters pool their suitability information on applicants for employment, with a view to reaching a judgment as to whether there is something in an individual's record relating to suitability which should be brought to the attention of the Director of Personnel before a final decision on employment is made. In most instances the information of concern to the Panel is of such a confidential or sensitive nature that any disclosure outside of the Panel itself might be prejudicial to a career with the Agency even if the Panel recommended employment without any reservations whatsoever.
3. The Personnel Evaluation Board, which is the lineal descendant of the former Agency Disposition Board established in 1953, has also performed a very useful service to the Agency in considering and advising the Director of

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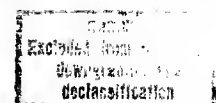
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Personnel regarding the disposition of some of the Agency's most difficult suitability cases. From its inception, it has been customary for a representative of the Career Service concerned to participate in the deliberations of the Board, not only to assure that all pertinent information is brought to bear before a final decision is made in a particular case, but also to assure that the Career Service is aware of pertinent medical, security and other information which impels the Board and the Director of Personnel to decide upon a particular course of action. In the final analysis, the Personnel Evaluation Board is concerned with the question of tenure with the Agency, and its deliberations not only have a bearing on whether the individual must leave the Agency, but also on the manner in which the case is disposed of, thereby affecting the interests of all parties concerned, possibly for a period of years following the departure of the individual from the rolls.

4. In the case of the Overseas Candidate Review Panel, the central question before the group is not whether the individual employee shall suffer a loss of employment, but simply whether, on the basis of all available information, he or his dependents are suitable for a particular overseas assignment. This involves several implications which should be clearly understood: first, the Overseas Candidate Review Panel does not select people for overseas assignment, nor does it have anything to say as to whether a particular candidate is the right person to send on a particular assignment. The Panel is concerned solely with the question of general suitability of a candidate selected by his own Career Service for overseas assignment, as this may be influenced by con-

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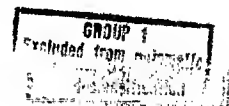
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Confidential information on the individual or his dependents available to the Office of Personnel, the Office of Security, or the Medical Staff. Another important implication derives from the fact that the Panel, in advising the Director of Personnel as to an individual's suitability for a particular overseas assignment, is in most cases not raising the question of the individual's employment with this Agency. Therefore, some of the information considered by the Panel may be of such a sensitive or confidential nature that its divulgence to other than Panel members might have an adverse affect on the individual's future career even though the Panel decided to interpose no objection to the proposed assignment. Another fairly obvious implication in regard to the functioning of the Overseas Candidate Review Panel involves the importance of reviewing from an Agency viewpoint those cases resulting in non-completion of overseas tour. The records of the Office of Personnel show very clearly that there have been too many such cases, and although it is impossible to say that all or even most of these unsuccessful assignments could have been prevented by closer Overseas Panel review, these are clearly matters of Agency interest, and not solely Career Service interest. It is primarily for this reason that the "post-mortem" procedure was developed, and its extension recommended by the Inspector General.

5. From a procedural standpoint, it should be emphasized that any suitability question identified by the Overseas Candidate Review Panel in a particular case is first brought to the attention of the Director of Personnel, and if in his judgment the question is of sufficient moment, it is then presented to the Head of the Career Service concerned or to a responsible representative of that

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Career Service. This is done on the basis of the Director of Personnel providing staff assistance in a very important area of Agency personnel management to the Heads of Career Services. In no case to date has the Director of Personnel attempted to block a proposed overseas assignment if the Head of the Career Service, after considering the suitability information presented to him, decided that on balance it was in the Agency's interest to proceed with the assignment and to accept whatever risks were entailed thereby.

6. Finally, it is appropriate to note that on the basis of a rather careful review of the functions of the Overseas Candidate Review Panel, the Inspector General recently moved to strengthen this Panel in order to make it a more effective instrument of Agency personnel administration. It is believed correct to state that it was the intent of the Inspector General that the Panel should continue reviewing at least the personnel categories it has been reviewing; namely, staff employees and staff agents. It was pointed out to the Inspector that other personnel categories involve special considerations which raise questions of feasibility with regard to Panel review, and that perhaps other arrangements could and should be made to deal with these other categories. The Inspector General has also endorsed the concept of the Panel "post-mortem" primarily to assure that anything that can be learned from an overseas case which turns out unsuccessfully is applied through an Agency mechanism to future cases.

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